

CHART # 1

5 PROCESS GROUPS						
	Knowledge Areas	Initiating	Planning	Executing	M&C	Closing
10 K N O W L E D G E A R E A S	Integration Chapter 4	Develop Project Charter	Develop PMP	D&M Proj Work	M&C Proj Work ICC	Close Proj or Phase
	Scope Chapter 5	-	PSM Collect Requirement Define Scope Create WBS	-	Validate Scope Control Scope	-
	Time Chapter 6	-	PSM Define Activity Sequence Activity Resources Activity Duration Activity Develop Schedule	-	Control Schedule	-
	Cost Chapter 7	-	PCM Estimate Cost Determine Budget	-	Control Costs	-
	Quality Chapter 8	-	PQM	Quality Assurance	Quality Control	-
	HR Chapter 9	-	PHR	Acquire PT Develop PT Manage PT	-	-
	Comm Chapter 10	-	PCM	Manage Comm	Control Comm	-
	Risk Chapter 11	-	PRM Identify Risks Qualitative RA Quantitative RA Risk Responses	-	Control Risks	-
	Proc, Ch 12	-	PPM	Conduct Proc	Control Proc	Close Proc
	Stakeholder Chapter 13	Identify SH	PSHM	Manage SH Engagement	Control SH Engagement	-
		2	24	8	11	2
47 PROCESSES						

Dev PMP	-	Develop Project Management Plan
D&M Proj Exec	-	Direct and Manage Project Execution
M&C Proj Work	-	Monitor and Control Project Work
PSM	-	Plan Scope Management
Create WBS	-	Create Work Breakdown Structure
PSM	-	Plan Schedule Management
PCM	-	Plan Cost Management
PQM	-	Plan Quality Management
PHR	-	Plan Human Resource Management
PT	-	Project Team
Comm	-	Communications
PCM	-	Plan Communications Management
PRM	-	Plan Risk Management
RA	-	Risk Analysis
Proc	-	Procurement
PPM	-	Plan Procurement Management
SH	-	Stakeholder
PSHM	-	Plan Stakeholder Management
ADD MORE	SOW (BN-DSP-SP) Statement of work - SOW Business need - BN Product scope description - DSP Strategic plan org - SP	
	SMP - Scope management plan RMP- Req management plan RD - Req Documents RTM - Req Traceability Matrix	
	5 HR Theories <ul style="list-style-type: none"> • Expectancy • Mc Gregors, X and Y • Maslows Hierarchy of Needs • David Mclands, AAP • Herzberg, hygiene 	
	<i>Quality Assurance, T&T</i> Quality Management & Control Tools, QMCT <ul style="list-style-type: none"> • Affinity Diagrams • Process Decision Program Charts (PDPC) • Interrelationship Digraphs • Tree Diagrams • Prioritization Matrices • Activity Network Diagrams • Matrix Diagrams 	
Plan Quality, TT: 7 BQT <ul style="list-style-type: none"> • Cause-and-effect diagrams • Flow charts (process maps) • Check sheets • Pareto diagrams • Histograms • Control charts • Scatter diagrams 	SBL = PSS+WBS+WBS D	
	Quantitative Risk, TT: SA, EMV, MS (MC) SA - sensitivity analysis EMV- expected monetary value MS - modeling & simulation (Montecarlo technique)	
	PSS = PSD + DECCA PSS - Proj Scope Statment PSD - Product scope description D - Del, E - Exclusion C - Constraints C - Acceptance criteria A - Assumptions	

Chart # 2

Knowledge	Initiating	Planning	Executing	M&C	Closing
Integration Chapter 4	SOW (BN-DSP-SP) Business case Agreements Dev Proj Charter Proj Charter	Proj Charter Outputs planning Dev PMP PMP	PMP Approved CR D&M proj work Del WPD CR	M&C Proj Work ICC	Close Proj or Phase Final pdt transtn
Scope Chapter 5	-	PSM, Collect Req, Define Scope, Create WBS,	O: SMP, RMP O: RD, RTM O: PSS = PSD+DECCA O: SBL = PSS+WBS+WBS D	Validate scope Con scope	-
Time Chapter 6	-	PSM Define, TT: Decomp, Roll wave Sequence, TT:PDM, Dependency, LL Resources, TT: Bottom up Duration, TT: Analogus, parametric, 3 pt, Res Sch, TT: CPM, CCM, Sch comp		Con Sch O: Sch forecast	-
Cost Chapter 7	-	PCM Cost Est, Analogous, Param, Bt up, 3 pt, Res, Vendor Dev budget, Aggregation, Res, fund limit		Con costs EVM, TCPI, Forecast	-
Quality Chapter 8	-	SH Register Risk register Req Docu Plan Quality PIP TT: 7 BQT, Addl tools	PIP QC Measurements QA TT: QMCT, PA	QC TT: 7BQT C&E Flow charts Check sheet Pareto chart Histogram Con chart Scatter diagram	-
HR Chapter 9	-	PHR	Acquire PT Develop PT Manage PT	5 theories RAM	-
Comm, Ch 10	-	PCM	Manage Comm	Con Comm	-
Risk Chapter 11	-	Plan RM Identify risks, TT: Diagram Techniques Qualitative Quantitative, TT: SA, EMV, MS (MC) Risk responses, TT: -, +		Con Risks TT: Risk re-assess	-
Proc Chapter 12	-	Contract Types Plan Proc Proc SOW Source sel criteria	Source sel criteria MB Decisions Seller Proposal Proc SOW Conduct Proc Selected sellers Agreement Resource calendars	Control Proc TT CCC system Proc perform reviews Performance reports Insp & audit Payment systems Claims admin	Close Proc TT Proc Audit Negotited stmts Red Mgmt sytm
SH Chapter 13	Ident SH	PSM	MSE	CSE	-
	2	24	8	11	2

EVM

SV = EV - PV + ve good

CV = EV - AC + ve good

SPI = EV/PV greater than 1 good

CPI = EV/AC greater than 1 good

EAC = AC + Bottom-up ETC original estimates not valid, prepare new estimates

EAC = AC + BAC - EV budgeted, atypical, variance now, but no variance in future

EAC = BAC/CCPI same CPI in future

CCPI (cumulative cost performance index) is same as CPI

EAC = AC + (BAC-EV)/CCPI x SPI meet deadline

<http://testeagle.com/blog/2012/03/how-to-calculate-estimate-at-completion-eac-for-the-pmp-exam/>

TCPI = Work Remaining/Budget Remaining

TCPI = (BAC - EV)/(BAC-AC) meet BAC

TCPI = (BAC - EV)/(EAC-AC) no meet BAC

VAC = BAC - EAC

ETC = EAC - AC

% Complete = EV/BAC

PV = (Planned % complete) x Project budget

EV = (Actual % complete) x Project budget

EV = $\frac{\text{(Total months completed)}}{\text{(Total months project)}}$ x Total cost

Sample Project Management Plans

PMP Exam Tips

Articles on Project Management

www.innovativeprojectguide.com

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